

# THE PUBLIC RELATIONS JOURNAL

OF THE AMERICAN COUNCIL  
ON PUBLIC RELATIONS

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**WRITING FOR READING**

By MILTON FAIRMAN

**BUILDING A PHILOSOPHY  
OF INDUSTRIAL RELATIONS**

By WHIPPLE JACOBS

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VOLUME 3  
MARCH

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## THE PUBLIC RELATIONS JOURNAL

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# THE Public Relations JOURNAL

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## A Course to Follow

OUR COUNTRY is full of apostles of doom who preach bitterly of the confusion, chaos and dangers of our present hour. All is dark, foreboding and without promise for the future, they aver.

A manuscript completed within the month by one of the rising young writers of America devotes nine-tenths of its contents to a bitter, although brilliant, tirade against the "nitwitism" of the present people of the world, and those in the United States in particular. The last ten per cent of the manuscript contains suggestions for solving the difficulties and the defects he has pointed out. But even this ten per cent itself continues to paint the darkness of the picture before us.

On the streets, in our factories and offices, wherever people move, work, congregate, play and worship there is an ever present spirit of fear and unrest. None of us seem to know where we are going or have any definite idea except that life is full of uncertainties and dangers.

This debilitating surrender to pessimism is compounded by the additional confusion within our own public relations ranks. We don't know whether we have a profession. We cannot agree among ourselves regarding methods and practices. We disagree as to the tools that should be used in carrying on our work. Not even in such an important matter as education can we arrive at a common

understanding: One says that this should be taught, another that; and thus the pendulum swings from one extreme to the other.

Typical of this confusion in thinking is the following quotation from a communication within the week from a public relations director of a large national manufacturing corporation: "Public relations is a comparatively new profession. But practically everything that is published about public relations and all treatises I read on public relations are so damned academic that they simply cannot reach the men who are practicing public relations. Maybe I'm all wrong but my conception of public relations is a two-fisted, down-on-earth kind of program that gets under the hides of people. The kind of public relations I have in mind comes very near stepping on the toes of sales promotion.

"I have had some discussions with other public relations men about their nebulous approach to public relations problems. There are too many men in public relations who have had the wrong kind of background. A man can't be a director of public relations merely because he happens to be the son of the president. Neither can a director of public relations step immediately out of a reporter's job into a paneled office."

Then compare the above with a state-

ment made two days earlier by a public relations counselor, who complains: "The employment of a public relations counselor either as a part of top management or as an outside consultant is still regarded in too many places as one of the frills or luxuries of a concern. Industry, consisting of management and labor, trade organizations and all institutions desirous of having a friendly public, should be made to understand through a suitable public relations program that it is to their interest to have someone looking after their public relations program."

Such examples could be multiplied indefinitely. They reflect the spirit of the times, but even more the spirit of unrest and indecision, of criticism and lack of confidence, that are so rampant in public relations circles.

### A Wonderful Opportunity

Public relations is young; it is new; and it is not well understood either by those who practice it or employ its services. But what of that? The situation should be viewed as a wonderful opportunity! It is made to order for persons in the field with capacity for leadership. Certainly it should not be turned over to the prophets of gloom.

Anyone with a grain of sense and imagination recognizes that the world is in a terrible mess. Little prodding is required to cause us to realize that, with the recent development of modern instruments of destruction and with the world torn with selfishness and dissent, no one of us nor a single institution we cherish is safe. The road ahead looks rocky indeed. But that is all the more reason why we in public relations should tighten our belts and do what we can to help.

What has been said several times in these columns will bear repeating over and over again. Let those in our field with the best minds and hearts draw together and define the function of public rela-

tions. Let them through their influence and power of thought combine the dissident elements in our calling so that through helping each other we can at the same time help the world meet the distressing needs of the present with some confidence and a determination to do a sound job for humanity. The least that such an effort should accomplish would be to provide a stabilizing influence. The spirit still controls the flesh. The fundamental philosophy upon which sound public relations rests is one of faith, good fellowship, the desire to serve honestly and well for service's own sake. This is a philosophy sadly needed in international and national affairs at the moment.

### Forego Petty Differences

In the face of the present need for public relations statesmanship it would seem that all of us who profess to be workers should forego petty differences and do all we can to help mend matters. However, that is an ideal which common sense tells us will not be realized. Unfortunately, each of us lives with much that is petty; and we are selfish creatures. But these are truly dangerous times which require heroic measures. We do not deserve to have a profession, to achieve recognition and respectability, if we do not develop within our ranks leaders with the vision, courage, and nobility to forget themselves in performing services that help make the world a safer, saner place in which to live.

Such a course may sound like one for the crusader, the social service worker or the minister of the gospel. It *is* a course for all these. But it is equally a course for the practical, "two-fisted, down-on-earth," kind of worker envisioned by the public relations director quoted above. It may be the *only practical* course open to all who want to help continue the kind of world we now have.

# WRITING FOR READING

By MILTON FAIRMAN

Director of Public Relations, The Borden Company, New York City

P. T. BARNUM put up a huge sign in his museum—"This way to the Egress." His customers, eager for another marvel, followed the arrow. Only when they found themselves on the street did they realize that "egress" is a fancy way of spelling "O-U-T."

The old maestro of hokum wanted just one thing—rapid turnover. With prospects being born at a rate of one per minute, he had to rush the current crop through to make room for the newcomers. "Egress" proved a handy device for the man whose eye never left the box-office.

Modern business is not overlooking the box-office. But it wants its customers to stop, look and listen. Business has a story to tell, and wants an understanding, sympathetic hearing. Putting that story across in terms people have time to read and are able to understand is a challenge to the public relations craft. Are we meeting it? Or are we saying, unconsciously perhaps, "This way to the Egress"?

Before answering, think of the most recent public relations efforts that have come your way. Of the thousand-word press releases. Of the solid, 12-point *Why our Employees are on Strike* spread across a full page of your favorite newspaper. Of the plump, tedious little booklets that flow in a deluge over your desk. Of the complex, compound, polysyllabic, banalities written by the boys who were English majors at good old Siwash or feature by-liners on the good old *Gazette*, edited by the Front Office copyreaders, with i-dottings and t-crossings by the Legal Department.

Did you read them? All of them? Because of interest, or out of professional curiosity? And if you didn't, what about the public? Did these little gems compete successfully with today's radio, or

comic page, or back-fence gossip? Which of them were read, and by how many people? And, more important, how many were understood? How often was the message driven home?

These questions have been troubling our public relations staff for the last six or seven years. No one remembers when our doubts were born or what started them. Maybe it was the time that our too literary copywriter learned that not one person in ten knew what "juggeranut" means. Possibly it was during the campaign in which his key word was the verb "corral"; informal testing showed one woman in twenty understood the word, and three others connected it with the Wild West or Bing Crosby. Or it may have been a series of employee leaflets that won high praise from management, but cluttered up plant waste-baskets whenever the pay envelopes were passed around.

We had our doubts, but did little about them. We did watch vocabulary, ruling out the unfamiliar. We did attempt to dress up copy with coy little phrases for added interest. We did try to spell out complex situations with concrete illustrations. But these efforts were nothing new—they were marks of competent craftsmanship—nothing more.

Yet, over a period of years, recurring doubts set the stage for the entrance of a Young Man with an Idea. When Bob Gunning walked into the shop about two years ago, we were ready for him. There was no argument as he set forth his argument that most newspaper and public relations copy was written over the heads of its audience—that the writing did not allow quick reading and easy comprehension.

Gunning had both experience and re-

search to back him up. A former newspaper man, he had been engaged for years in writing educational material for children. In this work, he encountered the studies on the reading difficulties of youngsters which had been made in the educational field. The educators had developed formulæ which, if followed, would insure comprehension by average readers at various grade levels.

### For Adults Too

Why not, asked Gunning, why not apply these findings to material for mature readers? Adults, too, have reading difficulties. Why not give them newspaper copy that could compete successfully with their favorite magazine or radio commentator? By testing, he had found that radio continuity and magazine writing was, generally speaking, easier to understand than the daily newspaper. And he developed a method of aiming copy directly at its target.

Gunning's first visit upset our shop's composure a bit. He seemed to have the answer, but it was pretty new. He had taken on his first client, a newspaper that wanted its staff to write at readers' levels. We decided to watch the experiment. Meanwhile, several of our writers began studying the subject. Their copy became sharper, more human, quicker to read and easier to understand.

During the next year, Gunning was signed up by more newspapers and magazines. Apparently his idea was taking hold. Anything that could pass muster with a hard-boiled managing editor seemed worth checking into further. So we suggested that Gunning talk before the Public Relations Society of New York. We wanted to see whether he had the tact to tell veterans how to improve their craftsmanship without setting off an explosion. We found he could do just that—and get better writing.

As a result, Gunning studied our operation. Then he worked with us to develop a "copy clinic" that would improve

the way we put our ideas over to the public. We were willing to be the pilot plant in the public relations field. We were not deterred because some of our colleagues held that the profession was doing pretty well and could get along without new formulæ. Our shop, we thought, was not below average. Our tools were as sharp as the next fellow's. But a little honing wouldn't hurt them.

Our "copy clinic" was divided into three sections. First, Gunning used an illustrated talk to explain his method and give group members an opportunity to question him. The second section was an illustrated discussion of Borden copy. Each piece had been analyzed, graded, and reproduced on slides. In some instances Gunning rewrote material to show how it could be made more readable. On each piece he indicated the most suitable rating for the public for which it was intended. Final part of the clinic was a series of individual half-hour conferences with members of the staff. In these sessions Gunning analyzed each individual's work and offered specific suggestions for improvement.

### Three Prime Factors

Briefly, Gunning says this: There are three prime factors in making copy readable. First is the sentence pattern or average length in words. Second is abstraction or complexity of words which he measures by his so-called "fog-index." Third is the human interest factor.

Gunning's cardinal rules are: Keep sentences variable in length with the average 20 words or less. Use as little as possible of "industrial jargon"—the technical terms and phrases common to lawyers, accountants, engineers and physicians. Use simple words. If the reader can't understand them, why write them? Inject human interest by use of personal pronouns, or mention people and names.

There are, of course, other factors: sentence length in syllables; numbers of complex and easy words; percentage of

simple sentences; number of words between subject and predicate; number of sentences per paragraph; number of prepositional phrases. All of these have some weight in determining readability.

Emphasized by Gunning is the fact that reading levels should not be confused with intelligence levels. Good intelligence may be paired with poor reading ability. But it seems obvious that people—good readers as well as poor ones—are very busy today, and all writing competes for their limited time. Designed for quick reading and easy comprehension, a publication may secure an audience which otherwise would be lost.

In grading copy, Gunning uses a numerical scale. His grade indicates the number of years of education required by the average person for quick reading and easy understanding. Thus, copy graded "8" calls for 8th grade reading ability. In his analysis of Borden publications, Gunning graded copy and compared each item with a well-known publication requiring the same reading level.

Ratings for some publications were cause for pride. Others made us stop and think. For example, three publications which are not mentioned in the table, had very high ratings. The Borden *Stockholder's Bulletin* scored 14; Borden's *Economic Digest*, 15; and Borden's *Review of Nutrition Research*, 17. The last-mentioned publication is technical, and a high score must be expected. The other two publications have been improved as a result of the analysis.

Some of the publications listed on the table were tailored to their respective audiences. Others were not, but have been improved. The *Employee Handbook* received an excellent rating (when compared with a 17 plus—requiring the reading experience of a Ph.D.—given a similar publication prepared by one of the country's leading public relations departments). The institutional folder is distributed to callers at company plants and offices. Both this and *The Milky Way*—a folder for milk customers—are written to the level of their audiences. The *House Organ News Service* was too high and has been greatly improved. The *Dairy Digest* is a publication for farmers; although its scoring is identical with that of a leading farm publication, it was too high and has been improved. *School Nutrition Topics*, intended for restaurant managers, has since achieved a lower average. Our news releases were too high, although not above levels found on many newspapers, and are now rated at about 10. The Annual Report was an improvement over the 17 of the previous year; our next one is designed to touch a *Reader's Digest* level. If it does, it will be a milestone in corporate reporting.

### Writing's an Art—and Science

In summarizing his analysis of our work, Gunning said:

"This Report Is Based on Several Propositions: 1) Writing is an art, but when it is writing to *inform*, it comes close to being a science as well. 2) Public

GRADE	EDUCATION	PERIODICAL	BORDEN PUBLICATION
6	6th Grade	<i>True Story</i>	<i>Employee Handbook</i>
7	7th Grade	<i>McCalls</i>	Institutional Folder
8	8th Grade	<i>Sat. Eve. Post</i>	<i>Milky Way</i>
9	Freshman, H. S.		<i>House Organ News Service</i>
10	Sophomore, H. S.	<i>Reader's Digest</i>	<i>Dairy Digest</i>
11	Junior, H. S.	<i>Harper's</i>	<i>School Nutrition Topics</i>
12	Senior, H. S.	<i>Atlantic Monthly</i>	News Releases
13	Freshman, Coll.	<i>Yale Review</i>	Annual Report

Gunning's Table



Relations material should be gauged to the reading ability and taste of its audience. It should never be more difficult reading than the average material in the *Atlantic Monthly*. Much public relations material now is. 3) Any material *can* be written within the easy level of the average man if the writer follows readability principles. Copy written to be more readable usually turns out to be better prose as well."

What was the reaction of the staff to the copy clinic? Excellent! Only one was disposed to argue about Gunning's general proposition. And everyone, including the dissenter, has shown a marked improvement in copy since the clinic. Some are still far from perfect—the writers of the technical publications, in particular, have a hard row to hoe. There is, however, a heartening willingness to be shown, and a desire to do a better job. When the clinic "graduates" were polled as to whether copy-testing should be continued for a three-month trial period, the answer was unanimously "yes."

If the improvement continues, part of the credit will be earned by the staff, part by the company management. Our staff cannot blame a poor job on interference from operating people or lawyers. Our lawyers are probably unique in confining themselves to the practice of law, at which they are very good; public rela-

tions, a field in which the legal profession is not too successful, they usually leave to us. Generally, our operating men are content to accept the skills at which they are not adept, and interfere but rarely. So there is little interference of the type that often chokes up the lines of communication between a corporation and its public. And we are able to avoid the costly inefficiency that plagues so many other public relations departments.

Obviously, the Gunning technique is no panacea for public relations problems. It is not even a 100 per cent answer for the important problem of writing. There are holes in the formula, as will be discovered in applying it. But the over-all effect is wholesome for the people who handle our communication lines. And it results in good, clear, intelligent, readable, understandable copy. That is what is needed in reaching the public.

A discussion of elementary techniques may seem out of place at a time when public relations thinking is concentrated along lines of policy and business philosophy. Yet, the science of communication is basic in the practice of the craft. There are still some pretty dull scalpels in some pretty shaky hands. Unless we sharpen our tools, and our understanding of their use, we deserve to be on the way to the egress.

### LAST OPPORTUNITY

A few copies of 1945 and 1946 issues of *The Public Relations Journal* are still available. If you, like other *Journal* readers, keep this publication as a valuable reference library, you will welcome this opportunity to complete your file. Requests will be filled in the order of their receipt while our supply lasts. 1945 issues (Oct., Nov., Dec. only) @ \$1.50 each; all 1946 issues @ \$1.00 each . . . cash with order.

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# MILTON FAIRMAN — A Profile

By PIERRE F. MARSHALL

Public Relations & Advertising Manager, The Magnavox Company, Fort Wayne, Ind.

A NEWSPAPER BACKGROUND may not be indispensable to success in public relations, but enough of today's outstanding practitioners honed their first rough edges on flinty city editors to indicate that such a start is by no means a handicap. And if, twenty years ago, the elaborately concealed sentimentality which pervades the city room of any daily newspaper had been relaxed long enough for so corny a nomination as "Young Man Most Likely To Succeed," a likely choice might have settled on an alert young reporter named Milton Fairman. Today he is Borden's burly, dynamic, and disarmingly friendly Director of Public Relations.

Milt Fairman was apprenticed to newspapering during that gaudy era in Chicago journalism which blossomed so spectacularly during the Twenties and is now forever gone, save for the delightful embalming it was given by two others of its alumni in "The Front Page." As one of the chroniclers of the Nittis, Torrios, and Capones, Reporter Fairman wrote his share of a story which will intrigue sociologists for generations to come. The journalistic creed of the day was blunt and simple—"Get the story!" Such a schooling has this advantage over a gentler curriculum: its survivors (sic) know that *anything can happen*—hence are calmly prepared for any contingency. That an Olympian calm is an asset to a public relations man, goes without saying.

In Milton Fairman, the sort of clear-eyed, slightly acid cynicism one would expect from this background, is nicely balanced by a warmth of personality, genuine friendliness, and intuitive appreciation of the implications of any given situation which causes him to discard the obvious in favor of programs with long-

range effectiveness. This, it seems to us, is the essence of good public relations, as opposed to "stunts" which lose their potency at the same time as their novelty. In other words, while Fairman's press-book is pleasingly plump, it would be a mistake to point to it as the sole summation of a job well done.

Physically he is a big man—a barrel-chested, sandy-haired, better-than-six-footer, with an open-face grin straight out of his ancestral Ireland. He has been compared with some accuracy to "a cop in Brooks Brothers clothing." For this reason, his appearance in some places of amusement on the most innocent of errands has been known to cause a nervous flurry of chip-cashing in the back room, and more than once while walking at his side I have seen curious eyes seeking out the glint of connecting handcuffs. However, his resemblance to a Raymond Chandler character actually goes no farther than a seldom-gratified taste for murder mysteries, which he consumes at a gulp in the rare intervals allowed by his "must" reading in economics, labor, and politics, as they affect the dairy industry. In mellow moments, both the man and his well-filled library shelves reveal fondness for and a surprisingly deep knowledge of poetry . . . so thoroughly does he belie his gendarme's facade.

An amusing, but widely disputed scene in the movie "Bells of Saint Marys" showed Ingrid Bergman as a Roman Catholic nun, engaged in teaching one of her boy pupils the technique of the left hook. The scene might have struck me as improbable, too, except for something I once learned from Milton Fairman. He shoots a pretty good game of the catch-as-catch-can variety of pocket billiards

commonly known as "slop pool." Others might consider this evidence of a mispent youth, but I happen to know that he acquired his skill under the tutelage of a saintly sister of the Church, back in his grade school days. Perhaps there is some clue in this to Fairman's personality today.

A native Chicagoan, he was educated at St. Ignatius Academy, Loyola University, and the University of Chicago. After a short period as book salesman and librarian he was associated successively with the City News Bureau, Chicago *American*, *Post* and *Herald-Examiner*. He entered public relations via publicity, handling a number of accounts in Chicago, including work as an assistant during the International Eucharistic Congress. In 1935 he joined the public relations staff of Secretary of the Interior Harold L. Ickes. He spent two hectic years in the midst of the Washington scene, at that time very nearly as implausible as Chicago had been a few years earlier, and in 1937 left to become Midwest Director of Public Relations for The Borden Company, with offices in Columbus, Ohio. In 1943 he was transferred to New York City as Director of Public Relations in charge of Borden's over-all program. In New York he rapidly became identified with public relations on a national plane, and was recently Chairman of the Public Relations Society of New York.

### Best Staff in Country

Fairman proudly asserts that his staff is the best of its size in the country today. Just a few Fairman productions include:

*Borden's Economic Digest*—a monthly publication summarizing economic developments and giving the dairy industry an opportunity to explain some of the complicated problems it faces today. This was one of the first—if not the first—applications of the magazine digest technique to the commercial field.

*Borden's House Organ News Service*—a news service for Borden Employee Publication Editors throughout the country, operated along the lines of the AP, UP, and INS. This idea was brand new in the house magazine field when it was inaugurated some years ago.

*A Stockholder Relations Program*—including a quarterly bulletin for company stockholders, and constant informational correspondence with many hundreds of them.

*The Dairy Digest*—a monthly magazine for dairy farmers supplying the company, containing condensations combed from more than 50 agricultural publications.

*A Packaged Public Relations Plan*—a complete service tailored to fit individual requirements of the company's scores of branch operations.

### Other Activities

These are but a few Fairman developments. There are many others, including P. R. advertising, regular P. R. memos to top management, booklets, pamphlets, and posters for the company's many publics, and the Borden Annual Report which has won top honors in its field for three successive years.

With Mrs. Fairman and 13-year-old son Roger, he lives in commuters' Connecticut, within station wagon range of Stamford. His greatest delight is in inviting his city friends to his pastoral retreat for what he calls "relaxation." This is a program involving miles of tramping over the countryside, hours of gardening and woodcutting, endless table tennis sessions, and no sleep. Monday morning survivors of a Fairman weekend may be readily identified at Grand Central by their characteristic limp, and by their almost complete inability to open the doors of taxicabs. When all's said and done, though, his favorite pastime is still in listening to anyone who wants to talk to him . . . and considering the kind of guy he is, it's not surprising that nearly everybody wants to.

# Building A Philosophy of Industrial Relations

By WHIPPLE JACOBS

President, Belden Manufacturing Company, Chicago

SUCCESS IN BUILDING a just and workable philosophy of industrial relations depends on many factors, chief among them being the sincerity with which the task is undertaken. It has been my experience that workers are reasonable and are willing to listen to, and cooperate with the executive personnel provided they are convinced the "bosses" are making honest efforts to promote sound working conditions and pass along a proper share of the organization's productivity.

Good industrial relations are more than good fellowship. They involve something more tangible than a smile, a "Hello Joe" and words of praise. They must include material as well as spiritual nourishment. Good industrial relations must be lived every hour of the day and every day of the work week and they call for the same degree of effort, fairness, understanding and sincerity that we put into our home affairs.

We at the Belden Manufacturing Company take justifiable pride in the harmony that has prevailed in our organization from the time it was established in 1902 to the present. Nearly half

of our employees have been with us for from five to forty-five years and that is a pretty good testimonial.

My first job was with Belden where I started in November, 1914. It paid \$9.00 a week and the position was temporary. I have never finished it even though I am now president of the company. I started on a Thursday, working through Friday and Saturday morning. My first pay envelope contained \$4.50. I thought this was very liberal on the part of the company, since I had worked only two and a half days out of a work week of five and a half days, but had received a half-week's pay. This was my first experience with fair treatment of employees.

The overage in my pay check was small—although it meant a lot to me.

The late Joseph C. Belden, founder of the business, did not have to tell me he was being more than fair by giving me a little more than was rightfully due me. There was no need to explain by word—it was the deed that impressed me. Mr. Belden had enlightened views on what we now know as industrial relations and he practiced them. Our policies and practices, changed as they have over the years to conform to changing needs and conditions, have their roots back in the sound and sincere management philosophies of our first "boss."

As Mr. Belden did in his day, so we in executive and supervisory positions have striven to live with the employees in a way designed to hold their confidence, respect and cooperation. Everyone holding a managerial post, from departmental heads to top executives, has risen from the ranks and has an understanding of the problems in shop and office. Every

WHIPPLE JACOBS, in November, 1914, following graduation from high school, got a job with the Belden Manufacturing Company as cost clerk at a wage of \$9.00 a week. World War I interrupted and Jacobs spent 13 months in France; returned to Belden and advanced through various departments until he became general sales manager in 1927. In 1930 he was appointed vice president, elected to the board of directors in 1931, and in 1939 became president.

He has been, and remains, a foremost advocate of sound, comprehensive and continuing public relations programs by business management. And he practices what he preaches.

employee is free to take his real or fancied grievances to the top officer if he so desires. He even has a spokesman on our board of directors, as I shall show a little later in this article. I do not care too much to use the old cliché that our 1,700 employees comprise "one happy family," yet we do enjoy something approximating that desirable situation.

Primarily we believe in the dignity of the individual, of insuring pride in his job and pride in his company. We try to convey the idea to each member of the organization that he or she has been entrusted with a particular job because of his or her ability to do the job right, to do it a little bit better than the other fellow. Very often in going through our shops I can sense a machine operator's feeling of pride in his ability to master the machine and his knowledge that he can do it better than I could. And at the same time I think he takes pride in feeling that I am doing a pretty good job as president and with it the feeling that I can handle it better than he could.

I am reminded of a little incident that illustrates the point. Our company chauffeur has driven me for over 20 years. He is good and he knows it—so good in fact that he was featured about two years ago in Ripley's "Believe It Or Not" with the notation "Joe Kurkowski, chauffeur, has driven a car 100 miles a day for 18 years without an accident." He takes pride in his job. Some time ago he was driving me and some associates and customers down town and I discussed business problems and the vexations of doing business under a lot of government restrictions. It was a heated discussion and was still going on when I dropped my passengers. While driving me home, Joe said "Is that some of the stuff you do every day?" I said "Yes, Joe, every day." In all sincerity he said "I would not trade jobs with you for nothing. It takes me to do this job right, but your job . . ." He left the sentence unfinished.

There is no paternalism in our attitude

toward the employees. Every step we take is motivated by a desire for mutual benefit and in the name of good business practice. We know it is good business to have harmonious relations with our employees. There is no profit for either one in strife. We know that a well treated and well informed employee is a contented and productive worker. Such an employee will have confidence in his company; he will have a better appreciation of the profit economy under which he and it operate and the benefits that flow from that system; he is less vulnerable to persuasion by the forces that seek to destroy the private property philosophy; he will not be easily led astray by rabble rousers.

### Social and Economic Problems

On the material side of our program, we keep constantly before us the economic and social problems of our employees. Rates of pay and incentives receive our closest attention. We thoroughly believe that job analysis and merit rating, scientifically applied to our entire scale, are of the utmost importance. Certainly we want to pay the community and industry rates. Our effort is to maintain these rates in the top half of the scale, but we are convinced it is more important that rates within our own organization be fairly set than that we pay the top rate in the community. By that I mean it is more important that our own jobs should be rated correctly and paid for accordingly than we pay even as much as similar jobs across the street.

We thoroughly believe in the incentive system of compensation. Careful study is made before an incentive rate or basis is established. Once it has been set it is not cut unless technological progress or newer and better machinery justifies it. When it is necessary to make a change it is carefully explained to those involved and part of the saving goes to the worker.

Obviously, working conditions must be continually studied to make sure they are the best that can be provided. In addition

to our own studies of the problems, we utilize our suggestion system to obtain the workers' views on the subject as well as their recommendations affecting methods and production.

It was fully 24 years ago that we voluntarily initiated vacations with pay for our hourly rated employees—something quite new in those days. The first plan provided one week for five years service and two weeks for 10 years. This has gradually moved forward until today we give one week for one year and two weeks for five years service. Employees on weekly and semi-monthly payrolls also receive vacations with pay.

Group life insurance was inaugurated in 1931; accident, health, and hospitalization insurance was started in 1939 and our retirement plan in 1941. The Belden Credit Union, owned and operated by the employees, and the first to be organized in the State of Illinois, operates as a "small loan bank" for their protection and convenience, as well as a repository for their savings. In its 22 years of operation, the Credit Union has made some 12,000 loans totaling over \$1,325,000. Losses for the period have been less than \$1,200. Currently two-thirds of the employees are members.

### **Keeping Workers Informed**

We use various means to keep the workers informed on the problems affecting them and the company. We have made it a practice for years to hold employee meetings, either general meetings covering an entire shift of the whole plant, or smaller ones for each shift of each department. They are held whenever a matter of major interest to employees develops. Questions are encouraged and freely answered. In between meetings the employee with a problem can take it to his immediate supervisor and, if he wishes, on up to the top. The lines of communication are always open.

Our executive vice president, who is in charge of all engineering and production,

assumes as his major responsibility the maintenance of harmonious industrial relations. In him the employees have a representative of management and a member of the board of directors. He discusses with the board the employee's viewpoint and needs. They could not hire a better advocate because he recognizes the mutuality of the interests of management and employee. Again and again they have demonstrated their full confidence in him.

### **Reporting Finances**

Through the company house organ and the annual financial reports the employees are kept abreast of the various operating problems and fiscal situation. We make it a practice to present our annual report in such a way as to be easily understood by employee as well as stockholder. We do not write one for the shareholder and a different one for the employee. We are convinced that if the average shareholder understands it, the average employee will have no difficulty either. We include in the report the three highest salaries of the officers and supply other data not customarily found in annual reports. Employees and stockholders know what the company income is and how that income is distributed; they know we are not making exorbitant profits. I know they would not believe that their company is among those whom propagandists would have you believe are making 30 per cent profit.

The painstaking efforts we make in the hour-to-hour and day-to-day attention to the big and little problems affecting our industrial relations pay off in many directions. One very convincing piece of evidence is found in our productivity record from 1941 through 1946. Productivity per worker has remained consistently high. With no change in plant area, with the same number of machines and almost the identical number of operators, the gross weight of ship-

*(Please turn to page 39)*

# "Unto Caesar Caesar's . . . ."

By RUFUS G. KING, JR.

Attorney at Law, Silver Springs, Md.

**F**IRST, AN UNBURDENING PROCESS . . . Perhaps I can confess to the specialized readership of this journal without knocking anyone's hat off. I have always admired some things about Hitler and his Nazi gang.

Before you reach for stones or telephone the FBI, let me establish a frame of reference for this sentiment. Every shred of *content* in the ideology of the Third Reich has been repulsive from the outset. Their whole totalitarian concept, submerging the individual in an all-powerful political state, rubs against the grain. Their loathsome trimmings of paganism and tribal barbarities offends the intellect and produces uncomfortable visceral reactions. Their demand that civilized people revert to the shameful practices of racial prejudice merits the end it led them to.

But that is precisely the point. *Mein Kampf* was not inspired reading when it was written, and despite its political significance it never became so. The bitter flavors were there, without sugar coating. The Nazi rantings were not a sympathetic system of logic or morals, for me, or for you—or for most of the inhabitants of Germany either. If our High Contracting Parties really thought otherwise today, there could be no program for dealing with our defeated enemy except shoving him into his own gas chambers and cremation ovens. The Nazi myth was a nightmare, not a way of life. It was a nightmare for normal, Twentieth Century human beings, whether they happened to live in America, France, Poland, or Germany.

Was pre-Hitler Germany peopled with "normal" beings? There is every reason to believe so. It was the home of Mann and Einstein. Christianity was espoused

there in all its most tolerant forms. The material accomplishments and liberal traditions of Western civilization were exemplified among its peoples as fairly as elsewhere in the world. Its heritage of artists and philosophers was second to none. And the super-idealism of Karl Marx was born there and developed with the German proletariat in mind. That the first communist "take" almost broke out in Berlin instead of Moscow is cold history—and a source of fascinating speculation as to what might have happened to the pure Marxian theories in the hands of more sympathetic interpreters.

How, then, did this pure distillation of evil that was the Nazi credo gain such a hold on middle-Europe? How did it produce such mass-abdications of humanity and human decency? How did it happen to deify a petulant little nobody until millions pushed forward with shining faces, ready to die with his name on their lips?

The answer is, in part at least, *techniques*. Plain, familiar, effective selling techniques. Techniques which must be admired. We know that in this day of super-salesmanship, inferior products can be widely distributed. The Nazi package was unutterably foul. But Hitler was a fanatical salesman; some of his cohorts were scholarly masters of the art; and some were smooth, one-call operators who dispensed high pressure like spun sugar. At least the core of this sales force believed in the product they were selling. They missed no chance to make a sale. And the results they turned in speak for themselves. Their phony New Order was bought outright by most of Europe, and by the most enlightened people of Asia. The evils they peddled found their way, under various labels, into political fam-



ily-circles everywhere. Their coverage, in a brief decade, was nearly every extant human life; they stirred the attention of men in every corner of the world community. No one can deny that their effects were damnably important—and will be damnably lasting—for all of us.

### Points To Consider

This is a vulnerable simplification. Germany was ready for such a movement, you say? What about the economic pressures, the teachings of Hegel and Fichte and Nietzsche, the Red Menace? What about the forces of terrorism and the resources of a gigantic police-state, which cannot be likened to salesmanship? Are political and military experiences not to be given their due? Of course these points, and others, have to be conceded. The prospects were in a state of mind where they could be sold. They felt a need for some such product. But this does not explain the whole phenomenon. It does not explain how this particular handful of beer-tavern jackanapes won control of a whole nation in the first place. And it does not explain completely how the darkness grew and spread. Russia, no less a great nation, has been peddling a cause that is at least ideologically more enlightened, for a longer period. And its ardent force, the Third International, has not turned in a single *real* sale. The best they have done is to pick up a few of the Nazis' dissatisfied customers. Moreover, when the Soviets were finally driven to take up arms (after Von Ribbentrop's incredible deal with the Kremlin itself) they rallied in negative defense of Mother Russia, falling back to the chauvinism and the golden epaulets of Nicholas II; twenty years of totalitarian propagation had not given their myth the positive qualities that rang in the "Heils" of their attackers.

All of which has a point far removed from any desire to eulogize the Nazis or suggest more inspired aggression from other political gangs. If the leaders of the

Third Reich could sell their package, with its obvious and repulsive defects, so easily at home and abroad, why are we not putting some more saleable counterparts on the market? If the things men *don't* want can be foisted on them with modern psychological resources, why have the same resources been eschewed by those who deal in what men *do* want? Why has the United Nations no Goebbels and Von Ribbentrops, no Third International of its own? Where is the *Mein Kampf* for those who are ready to struggle out of our blind alleys in the name of human dignity, human freedom, human integrity? Where is the New Order that will fit the One World we talk about so much? Where are the leaders we can follow away from the oppressions of great powers and small powers, diplomatic cynicism and super-militarism? Over four centuries ago, Columbus blasted a grave geographical error, the notion that men lived on a flat expanse of earth surrounded by hostile chasms. But that error lives yet in every political dogma of our day. And all the finest whoopla, all the "savvy," all the newest techniques for moulding public opinion appear currently to be devoted to keeping it alive.

### Talent In Profusion, But . . .

Salesmanship and public relations are largely processes of enlightenment, or to use a more neutral word, persuasion. They also cover the activities described by another word which has come to have dirty connotations, propaganda. They concern techniques; their responsibility for content, for moral values, ethics, and the like, is too frequently secondary, even when recognized at all. At their most proficient levels today, they can change opinions and beliefs almost like slides in an old-fashioned stereoscope. The talents that sold Hitler, the talents that are now found in Ministries of Information and Propaganda Bureaus, are the same as those found in the offices of



public relations counsellors and advertising agencies. Our own nation is blessed with such talent in profusion. Under the pressures of war it served us well, in the OWI and its offshoots, undermining enemy morale, building our own, and holding wobbly neutrals in line with five-color lithographs of American battleships and American warplanes done up like our fanciest "slicks." Now many of these technicians are back on the Beautee Soap account, and others are grinding out copy on America's new destiny, slanted at military appropriations and army recruitment. Our statesmen appear to be settled once again at their poker tables. Our men of good will, our philosophers, and our spiritual leaders seem to be puttering away in their ivory towers and their sacred retreats as usual.

### Spark of Hope

But somewhere—perhaps, and perhaps soon—a spark will appear for the explosive forces of uneasiness and frustration and discontent that fill the world. It could well be something good. Perhaps utterances of truth and common sense will rise above the din, to give effective challenge to the errors and untruths we live by. When men need new direction as desperately as all men need it now, new direction will be forthcoming, if we are true to millenniums of human history. And not all New Orders are Hitler orders; not all human movements are retrogression.

### Those Who "Know the Ropes"

And that is where the opinion-professions will face their greatest opportunity. Because the best we can produce will have to be sold to humanity even as the worst has been sold. Good public relations and fifty-thousand-watt impact will be at least as important as good ideological content. The antithetical counterparts of our Twentieth Century Caesars will tend to measure long on ideals and short on technical proficiency (that would, indeed, be a basic test of the antithesis). Goodness, righteousness, high-mindedness unfortunately do not speak very loudly for themselves in this age. (It was Homer Loomis who made our front pages and became a national figure, not the sensible people who smashed his Columbians.) Those who "know the ropes" can do more good for the right cause, if and when it appears, than all the hopefuls, the pious, and the good-intenders it will rally.

Devising the new package is not their first responsibility, except as it is the first responsibility of all enlightened human beings. But watching for this package, recognizing it, advertising it, selling it with all their talents, are things that will devolve especially on them. If they hold back too long behind those who finally hit upon a sensible way out for mankind, the way may remain closed for all of us.

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*"If men would consider not so much wherein they differ, as wherein they agree, there would be far less of uncharitableness and angry feeling in the world."*—ADDISON.

# Council Members Speak Up

By REX F. HARLOW

President, American Council on Public Relations

ON FEBRUARY 12TH I sent a letter to all members of the American Council on Public Relations announcing that at the close of this year—my eighth as president—I would retire as executive head of the Council. I reported on organization affairs and asked the members to write answers to three questions: 1) Whom will you elect as the next president of the Council? 2) What should the Council do about its finances? 3) Should the present organization and operations policy of the Council be continued, or a new organization and operations policy be inaugurated? Although these three questions are not the only ones of importance before the Council, I consider them the most pressing. And I did not want to retire from the presidency without placing them before the members and asking their help in dealing with them in the future.

In connection with Question Number One, I pointed out that there are many men who have the ability to make splendid presidents of the Council. But how many of them are willing to make the required sacrifice of time, money and effort to hold the office? And of those who are qualified and willing, which ones if any are available to carry on with Council headquarters in San Francisco?

On Question Number Two I commented on the limited funds at the Council's disposal. Its present annual income of approximately \$25,000 is inadequate to cover the salary of a paid executive. If financial operations are to be continued unchanged, it will be necessary to have someone take over the presidency who will work without pay, as the Council's present president and director are doing. To maintain a competent staff, publish the *Journal* and *Publics*, distribute books in the Harper Series, conduct

the course by mail for executives, carry on research and perform the other services the Council is rendering requires substantial funds.

I called attention in Question Number Three to the fact that a decision regarding the future basic function of the Council is involved. Should it continue as an educational and scientific organization, or should it be made into more of a trade association, with the services it performs having more practical value to members?

To date 88 members have answered my letter. Their replies have come from all parts of the nation, and those who sent them include all classes of public relations workers. Consequently, they may be considered as comprising a representative sample of the thinking of the more than 700 members of the Council.

On the question of who should be elected as the next president of the Council the names of 17 men are suggested. The list includes public relations leaders and top management executives in New York, Washington, D. C., Chicago, San Francisco and other cities. However, it is significant that 64 of the 88 respondents made no suggestion on this subject. Through the comments that did come in runs the common refrain that members feel themselves too poorly informed to make constructive suggestions; that the selection of the next head of the Council is a matter for the Board of Trustees to settle.

If there can be said to be a single dominant note in the replies on Question Number One it is that the Council should have a paid executive, whether he be the president or an officer bearing a different title. Thirty-six of those who replied make a positive statement that the Council should have a paid executive head

while not a one expresses the opposite view. The general feeling in all letters is that possibly it would be better to have a paid executive who would devote all his time, and then elect as president "an outstanding authority on public relations with real organizational ability and abiding faith in the future of the Council"—as one member puts it.

### About Finances

On the question of Council finances the members have much to say, although slightly less than half of them do the talking. Twenty-five think that finances should be continued as at present. On the other hand, 16 think that dues should be increased. One member says that "the Council must be on a sound financial basis . . . maybe raise membership dues to \$50 a year . . . organize one, or two, public relations clinics a year. Charge \$200 for a four-day series of meetings..."

Another member suggests that "the Standard membership of \$25 should be retained . . . the present classification of memberships should be revised to eliminate the Service membership at \$250, and the Sustaining membership at \$1,000 . . . and there should be created a new Endowment membership at \$5,000."

Other comments include: "The Council should make all of its services pay—stand on their own feet, not distribute the financial burden over the membership. Leave membership fees at a minimum. Furnish no books, magazines, or anything else excepting on a paid basis."

"An increase in dues of Standard members, such as myself, might permit more solvent operations."

"Get on some kind of a pay-as-you-go fee basis which would make the services self-liquidating . . . out of their own revenues . . . and hence continue on a sound basis."

"What percentage of the membership will you lose if you raise the dues to \$100.00 per year?"

"Probably you could get 20 top-notch

organizations to contribute \$5,000 each to get a really dynamic, national organization rolling."

Various other plans are proposed. One provides for a sliding scale of membership, another for a finance committee, and one member goes so far as to suggest a decrease in dues. A single member strikes the nostalgic note that the good old Associate membership is missed and should be reinstated.

Among the points covered in my letter, having to do with both Question Number Two and Question Number Three, was a request for members to comment on what they think should be done with some of the more important services of the Council as these services have a bearing upon finances. The replies indicate positive views with respect to some of these services and little or no interest in others.

One member expresses it this way: "If present services cannot be maintained, they should be dispensed with OR put on a straight additional charge basis."

### Publications

A considerable number of members think the subscription price of the *Journal* should properly be paid in addition to the membership fee. Only one member suggests that the *Journal* be dropped. Comments in general are favorable to the *Journal*. Yet 50 of those who replied make no comment on the publication.

"I'd suggest that the *PR Journal* be expanded into a full fledged trade paper such as *Advertising Age* or *Printer's Ink* if that would help the Council financially or as far as its prestige is concerned with businessmen," writes a member.

Observations on *Publics* are not too decisive. There are 70 "no comments" replies, while the 18 members who do comment make the suggestion that *Publics* be consolidated with "The Weather-vane" of *The Journal*, thereby eliminating that much strain on Council finances.

Sixty-five members have no comment to make on the books in the Harper Series,

and of the 23 who mention them 13 suggest that they be sold to members at a reduced price. Three members recommend that the series be discontinued.

Writes one man: "It has always appeared to me that we give a good deal for the amount of cash we put into the membership fee. For instance, books. I do not believe that we should drop this service, but I do believe that members should at least pay *cost* for the volumes they receive. We would ordinarily buy them at the bookstore, or from the publisher. So, if membership entitled us to purchase them at COST, we would benefit from membership in a financial way, and the profession itself would have the opportunity to raise its standards by keeping us in touch with the opinion of leaders in the field. The Council's budget would be relieved of the drain."

Another concurs: "I suggest that we drop the idea of furnishing any books free of charge or as part of the membership fee. The Council at the moment should be strong enough to enable it to do away with such an 'enticement'."

"Let the individual buy his own books, then he will be sure to read them as they are of his own choice," says still another.

The specialized nature of the Council's course by mail for executives is reflected in the lack of interest shown in it by respondents. Eighty-three members make no comment on it. One suggests that the course be continued, two that it be discontinued, and two that it should be self-supporting. (As a matter of fact, the course is not only self-supporting but contributes considerably to the Council's budget.)

### Courses and Conferences

Whether the Council should continue and expand its courses and conferences is viewed by members with an indifference almost equal to that shown toward the correspondence course. Eighty-two of the replies contain no comment on this subject. Five members think courses and

conferences should be continued, while a lone member says to stop them.

Question Number Three receives the major attention of those who replied. Discussion centers on the problem of whether the Council should continue the policy it has pursued in the past of carrying on educational and scientific work, or should change course and make its work of more practical value to members, thus becoming more of a trade association.

Thirty-three members think that the policy under which the Council has been operating should be continued; six believe that operations should be developed along more practical trade lines; and fifteen suggest that there be a combination of the two ideas. On this subject only 34 of those who wrote letters make no comment.

### Council Services

On the closely allied but slightly different subject of Council services (considered somewhat apart from their effect upon Council finances), almost the same division of opinion exists. Thirty-three members recommend that present Council services be continued; 14 ask that these services be made of more practical value; 2 ask that they be popularized; and 39 make no comment.

As will be seen, this comment on the organization, operating policy and Council services is somewhat at variance with the opinions expressed on specific services—*Publics*, the Harper books, and courses and conferences, as these services affect Council finances. This difference apparently reflects the lack of a clear-cut distinction having been made between these factors by members. It would appear that a considerable number of the respondents when thinking of the Council as at present constituted—its organization, policy and services—think that its future should be continued along pretty much its present lines. They may not be too enthusiastic for particular services but think that all services com-

bined comprise a fairly satisfactory organization package for members.

Interest in chapters apparently is not strong. Only 14 members express the belief that more chapters should be organized, and 6 appear satisfied with the present chapter program of the Council. Sixty-eight make no comment on chapters.

As possibly a substitute for chapters one member says: "I would especially like to see a plan adopted whereby meetings could be held at convenient places in different parts of the country at least every six months. Although the publications are fine and are of inestimable value, yet, I feel that much could be gained in a 2- or 3-day meeting where leaders in the profession might be willing to attend together with the paid employees of the Council to set up seminars and generally relay firsthand information which would be helpful to the members."

Ten members believe that membership requirements should be stiffened; but 78 express no interest in this matter. Nine think that the Council should undertake a more active campaign for more members.

### **Most Important Activity**

Merger of the three national organizations, while scarcely more than mentioned in my letter, comes in for its share of comment. Twenty-six members express the conviction that the first and most important activity before the Council is to help effect a merger. Their feeling of urgency is reflected in the following comment of one of them: "With respect to the merger of the three national public relations organizations, that is assuredly something earnestly to be hoped for. I know of many companies and individuals who are reviewing their lists of organizations to which they belong who are amazed to discover the size of the list and who are determined to reduce the number of their memberships. There is a definite place for one good organization

of this character. To have three of them results either in a lot of duplication or division of strength."

"I wonder," writes a respondent, "if the public relations field is big enough to support adequately more than one outstanding public relations organization. I have the feeling that if one such organization could be set up, perhaps some increase in dues might be effected then, because some of us are paying dues in two or more of these organizations, and that with the increased dues and increased membership it ought to be possible to spread a service program for members in the public relations field clear across the Nation."

"I think we should mark time with regard to finances until the merger question is out of the way," writes another. "The present organization and operations policy should be continued, and the continuance of our research and educational activities should be made a condition of any merger."

One member urges that election of a new president be "with the distinct understanding that his tenure of office might be very brief due to the consolidation of the two largest, if not all three of the national organizations in this field. . . . The present organization and operating policies should be continued during the period of negotiation looking toward consolidation and thereafter if it should develop that consolidation is impossible. I believe the question of consolidation would be much quicker if it were placed in the hands of a committee not to exceed three members from each of the two larger organizations with the specific request that they work out the basis of consolidation rather than merely exploring the possibilities of such action."

### **Excerpts From Letters**

Following are typical comments excerpted from the replies; each is contained in a separate paragraph.

"We desperately need the public rela-

tions equivalent of the American Bar Association or the American Society of Civil Engineers to supplant the three present organizations. Another thing, and this is not new either, we need to get away from the regional characteristics of the present organizations. I imagine you will continue to want some group on the West Coast, but I should think it ought to be a regional division of the national organization."

"The Association should strive for two objectives: First, a national professional organization of public relations men with clearly defined standards of practice and requirements for membership which measure up to those standards; second, while striving to accomplish the first objective it should strive to establish the same standards for its own membership, thereby improving its strength and influence in general public relations practice."

"My inclination is to advise that the suggested new plan of organization be set up. I think the educational and scientific work of the Council has been excellent. Some of it is possibly needed less now than it was earlier. Some of it is needed even more. I am thinking about research in regard to public relations. But unless somebody can be found who wants to endow that type of activity, it will be very difficult to keep it financed on a satisfactory scale. I am not in *entire* agreement with the suggested new plan. For example, I would not favor stiffening membership requirements so that only bona fide public relations workers and executives could be admitted. That would result only in intensifying the duplication between the Council and other public relations organizations."

"The important thing about the Council's being is the sense of organization and group interest which it gives. I am

more interested in the spirit than the body."

"I am definitely in favor of a more aggressive organization policy for more reasons than I have time to enumerate."

"I am not particularly in favor of another trade organization. There are so many of them now and so many business men have their days practically taken up with meetings. Also a trade organization tends to eventually wind up as a small group, or clique, all having the same ideas and thereby not doing too much to forward the purpose for which they were engendered."

"I believe that if the present organization and operation policy of the Council can be continued and produce satisfactory results, this would be one solution. If this cannot be done satisfactorily, then I believe that a new organization and policies should be inaugurated and put into effect as soon as possible. If you are to retain your membership, it is necessary that the organization be on its toes and in a position to give value for the dues that are received."

"We probably need more members, a decently paid office staff, the 'trade organization' set-up you mention. But I would hate to see the Council sacrifice its educational and scientific aims. *The Journal*, particularly, has been stimulating. Rather, I would envision the trade organization set-up as making possible the continuation and, if possible, extension of the educational aims. While favoring more members, I would certainly favor limitation of membership to bona fide public relations workers and executives."

"I do feel that it would be too bad to lose any of the educational and scientific value of the present organization, but it might be worth while to combine



more of the aggressive policies of the usual trade organizations with the present operations policies of the Council."

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"It seems that the end result will and should be phases of a trade association combined with a real professional society, encompassing scientific, educational, and public service work. In effect, the medical profession has what amounts to certain trade association work tied in with a highly ethical society."

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"Personally, I am not intrigued at all by the 'practical' services an organization might render. Nor do I favor building an 'active organization', whatever that may be, at the expense of publications. I have looked to the Council for leadership of a different order; the kind which represents the best professional thinking in this field, based upon research and disseminated through such media as Journals, Books, etc."

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"Frankly, from our viewpoint, the most important consideration that motivated us to join the organization was our assumption that it would continue to aim at the high objectives it had outlined for itself at its inception. From where we sit, a public relations organization could make no greater contribution, for the next five or ten years at least, than to continue working for the objectives that the Council, at present, has. It is far too premature to try to establish our organization as a trade association. Its primary and almost all-inclusive efforts should be directed to make our organization an educational and scientific association, to serve its members by continuing to develop a literature on the subject of public relations, and to do all things which will tend to elevate our calling into a more and more professional status. Quite frankly, if the Council were forced by circumstances or by conviction to abandon this principle or to modify it substantially, we could see little reason

for continuing to belong to it."

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"I am inclined to agree with those members of the Council who feel that the Council should be put on a sound business basis with a paid executive who can get the members to provide educational funds. I also believe it well, if necessary, to cut out the *Journal*, the books and other features that drain the treasury. Frankly membership in the American Council on Public Relations has not been of great value to us. If the services were made more down to earth and practical perhaps it would be."

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"It is my own thought that the operational base is not broad enough."

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"If we cannot operate as a trade organization for the new profession as well as be its educational and scientific body, it may be that we are only doing half a job, since one contributes to and supports the other."

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"It may be that the suggestion that has been made that the Council reorganize, and put itself more on the basis of practical matters than upon research and educational programs would fit more nearly the needs of large organizations."

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"The educational activities of the Council should be continued, but it is suggested that it begin to take on the color of a trade association in order to strengthen the organization in the eyes of public relations people so as to make membership practically a 'must'."

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"It is nice to belong to organizations that have luncheon and dinner meetings providing opportunities for good fellowship, but we meet those same people in other organizations to which we belong such as the Advertising Club, Rotary, American Legion and other civic, religious and fraternal organizations."

(Please turn to page 24)



# Are Women "A Natural" in Public Relations?

By DORCAS CAMPBELL

Assistant Secretary, East River Savings Bank, New York City

WOMEN ARE ALWAYS A TARGET for the opposite sex. In established professions they have had to earn their rights and privileges the hard way—in new professions they are supposed to have an easier time making headway. In war times men are at peace with women. In peace times men are often at war with women—who are their competitors—though they are not always openly at war.

Inevitably today the pendulum in favor of women is swinging to the opposite side. Women are no longer needed for the obvious chores of war time, so "pretty" praise is fading from the national gazettes. Facts, the hucksters say, demonstrate the truths about women's shortcomings in business. The snipers do not bother to go under cover.

Those snipers who are basically lazy fail to make surveys or obtain verifiable facts. Their assertions are easily picked out of the air. It is ever easy to revive fallacies, to elaborate on the inconsistencies of women and to catalogue and analyze feminine qualities—if you can isolate them to one sex. As a post war phenomena women are being boldly criticized here and there.

Conversely, articles appear steadily emphasizing:

- 1) The power of women who spend the family funds.
- 2) The significance of the women who increasingly inherit the family fortunes.
- 3) The increase in the volume of women who share the privilege of earning the current family income.
- 4) The majority of women over men in these United States.

Somewhere between these pronounce-

ments there must be some facts worthy of consideration.

One magazine article recently cautioned *the boys* who direct public relations to remember women in their public relations efforts. The author cited arguments and instances which proved women *are* opinion leaders, *do* influence buying factors and *can* be reached. The article was addressed to Mr. Public Relations Director.

What about women in public relations? Would they remember women better than the men do? Or, are women a professional factor in public relations? If so, to what extent? When did they enter the arena? What is their audience? Do they last long in this new field? I wanted to know. I assumed women in the public relations field were conspicuous by their presence—I had met a lot of them, I had heard of a lot more. I decided to find out. Obviously a questionnaire must serve as my "source material." One was easily devised; it was without bias as to the sex of the recipient and easily broadcast over the nation.

First, I simply asked for the names of successful women executives in the field, implying public relations was a natural for women. Next, I addressed a questionnaire to the women whose names were relayed to me, implying public relations was not easily defined and perhaps the label didn't fit them. If it did, I sought their co-operation. Sixty-nine replied.\*

This study was made with a minimum of critics to quibble over definitions, terms, status, salary, etc. It is frankly

\*All questions were not answered by all. The total tabulation of each is given.

amateurish—but honestly so. It brought some simple answers to some simple questions. (You and I knew some of the answers—or thought we did. The verification of our theories, however, is not without its value to women and to the men who are sympathetic to our status or who snipe about women's place.)

The answers are herewith offered as rebuttal to some of the lazier snipers and as encouragement to a new generation of women who *are* "naturals" in public relations.

### Who Was Queried?

The questionnaire went to a hand-picked group. The response indicates that women, like men in public relations, grow into the executive and managerial jobs rather slowly. As women have learned in other fields, it has taken them as long as and usually longer than, men to command their present positions. Out of 69 who replied to the questionnaire it is a pleasure to note they had not only achieved a desirable status, but stayed in it a good length of time.

- 11 had their jobs for 5 years or more
- 16 had their jobs for 10 years or more
- 18 had their jobs for 15 years or more
- 17 had their jobs for 20 years or more
- 7 had their jobs for 25 years or more

### In and Out Jobs

Across country it is frankly admitted that we are short on formal training courses in public relations. Most technicians in this field have had to "learn on the job." Some of the women, like some of the men, stumbled into the work knowingly, others got into it by accident.

Some of these women, therefore, like some men in public relations, have had no other job in public relations. They have served the same company from apprenticeship days to the present. The rest, just like the men, have had other jobs.

43 said they had more than one job in public relations

25 said they had only one job  
1 couldn't decide.

### Hired or Hiring?

Some of these women, like some men in public relations, believe they are entitled to the description of "outside counsel." That, we may infer, includes certain financial responsibility, a degree of management ability, leadership and the challenge of building their own business as well as that of their clients. (Sometimes it is easier it seems for a woman to overcome the accusation that "a man won't work for a woman" by becoming the owner of her own company.) Men are less apt to resent a woman owner-boss, than a mere women supervisor.

28 women say they are outside counsel

38 women say they are not outside counsel

2 women say they are both.

### "For Women Only?"

If sex rears it ugly head about women in public relations, it is apt to begin by inferring that woman should be "a natural"—in the woman's field first. The advertising magazine which recently admonished industry to pay more heed to courting women as customers, stockholders, etc., didn't say get a woman to cover this angle, it didn't even whisper the suggestion.

When men read it how many immediately thought of it as a bright solution to the problem? Well, don't be too sure. Experience indicates women who succeed aren't just a success in the woman's angle of public relations. Sixty-seven replied, saying:

9 are limited to the woman's angle

58 are not limited to the woman's angle.

### The School of Experience?

Training is not easy to define in this, a fairly new profession. As might be expected, a very limited number of the successful women had qualified for it by tak-

ing college courses in public relations or allied subjects such as journalism or advertising. Perhaps in self-defense a great many of those who had no training said "apprenticeship on the job is the way to learn it." Percentage-wise, as many who said they had training said they secured formal training before, or during their apprenticeship. Even as men in public relations they found the dual experience a sound one.

23 said they had training

46 said they did not.

### Are We Welcome?

For the benefit of the oncoming generation of women who must make a living and who imagine public relations would be a congenial occupation (and to have something concrete to tell the ever present aspirants who flock to us old-timers for clues on the approach to use in entering the field and the prospects to be met) the next question was quite frank!

"Have you found public relations easy to break into?" Here answers were defensive, elaborate, and conditioned! The mere "Yes and No" answers were the exception. It was not necessary to read between the lines of these answers. They were easy to check—just by the reading.

The rest qualified:

42 said they found it easy

19 said they found it difficult

9 said they found it comparatively easy but not as easy for women as men.

### Ambidexterous?

It is evident women are practicing public relations in varied fields, and they bring their so-called womanly angle to bear upon a multiplicity of activities, as might be anticipated. They have a range which may surprise anyone, except a good public relations man.

Money raising

Department store promotion

Chemical manufacturers

Industrial consultants

Hotel promotion

Recruitment administration

Food

Travel

Insurance

Women's clubs

Political groups

Entertainment world

Flowers

Clothing

Welfare and community agencies

Civic agencies

Museums

Banks

Newspapers

Libraries

Restaurants

Jewelry companies

Perfume manufacturers

Last, but not least—and especially for the young woman in training in classes of public relations, the women who respond to the questionnaire were asked for their advice to women now in or those about to enter public relations. The replies ran the gamut of human reaction and experience. These women certainly wanted the next generation to have a wholesome guide, but sometimes their advice was contradictory, oftentimes as thoroughly subjective as only women can be. The author suspects the answers hedged, for one job often calls for certain qualities of character, background or interest quite unlike that of another job.

Perhaps because women *are* subjective we find their answers as they are. Many were duplicated or similar in content. They advised:

... Don't go into public relations unless you are interested in people and have the ability as well as discipline needed to project yourself into their point of view.

... Be temperamentally suited to it as a profession. It is demanding in versatility and flexibility.

... Evaluate yourself objectively. Watch your own limitations and correct them. Hire aids who will replace the qualities, training or talents you lack.

... Maintain an upright conduct in your own life. Accept only that business which deserves a highly ethical treatment.

... Learn all the tools of your profession but for variety juggle them. Don't overwork one medium, or one type of account.

... Secure an academic training if possible. If not possible enlarge your reading lists. In any case keep abreast of current periodicals, in your profession as well as standard periodicals.

... Become a member of your professional group—local, sectional and/or national. Be active in it.

... Never be overly aggressive, but always co-operative.

... Know as much as any man of the

best techniques and procedures in public relations.

... Have a sense of humor.

... Help your associates, women and men, and

... *Forget you are a woman.*

Shall we say that most of the advice is as applicable to men as women? Shall we say that females aren't "a natural" in public relations, any more than males? Shall we acknowledge some women in public relations last a relatively long time on the job, even as some men?

Shall we agree more women in public relations might indeed help the men reach that vast audience of women who create opinions, influence buying, inherit money and earn or invest money?

*DORCAS CAMPBELL writes about women in business from a vantage point of authority. She is an officer of the East River Savings Bank in New York, holding one of the responsible positions occupied by women in this field. She has New York experience in publicity and newspaper work, and of executive social work in her native Indiana. She won her A.B. at the University of Michigan and M.B.A. at New York University where, for the past 4 years, she has taught Public Relations.*

## COUNCIL MEMBERS SPEAK UP

(Continued from page 20)

"My principal criticism of the work of the Council is the fact that its efforts have been entirely educational in the public relations field. I think the organization should have something for the members to *do* other than read books and attend meetings to get another ear-full about public relations."

\*

"It is my opinion that the Council will be ultimately most successful if it maintains itself basically as a scientific and professional organization rather than to adopt in total the aspects of a trade organization."

\*

"I have been impressed with the worth and work of the Council, particularly its accomplishments from an educational and scientific standpoint. At this distance, I would hesitate to say too much

about changing the present type of organization and operations policy, except that I would be generally in accord with the idea of a carefully planned program that will assist in bringing the members closer together, if this can be done without sacrificing too many of the educational and scientific features of the organization as it is presently operated."

\*

"It is my feeling that the American Council on Public Relations should bend every effort to raise the standards of its educational and scientific services. Anything that in any way smacks of a trend toward 'trade associationisms' should in my opinion be stoutly resisted. I feel very strongly that the Council should strive for ever higher professional standards, ethics and techniques."

**AN EDITORIAL NOTE:** In the article which follows, Mr. Win Nathanson, who was introduced to our readers through a former article published in the July '46 issue of *The Journal*, presents some interesting arguments favorable to the "organized" type of public relations counseling service. He ably marshals numerous reasons why a public relations organization with an adequate staff embracing a wide range of scales and activities has an advantage over what he characterizes as a "lone wolf operator," in servicing clients. His views are interesting and provocative.

In passing, however, it is worthy of note that Mr. Nathanson's approach to public relations work typifies a fact which all of us who work in the field will do well to ponder. His views reflect the potency of one's system of values. As we think so we are.

The public relations counsel who wants to be the head of a large organization can see little value in other types of organization. He likes large and important clients and derives a sense of power and satisfaction from professionally servicing them. He is less interested in the warm, intimate relationships that the "individual" consultant maintains with clients. He apparently gets the same thrill from being an executive who operates a large force that the person who pulls the levers and pushes the buttons feels when he exercises control of large and intricate machines. Control of power possibly best expresses his measure of value.

On the other hand the individual consultant apparently has a value system which causes him to derive satisfaction from performing services himself rather than depending upon others to do his bidding. He is less interested in size, prominence and the control of other people. He works more on a personal basis. He learns the intricate details of the client he serves and with the passing of the years identifies himself more closely with the client's problems and opportunities.

Both types of practitioner render valuable service. Both perform needed services. In fact, although their approaches and philosophy may appear mutually exclusive, actually they are supplementary. The field of public relations is ample in scope and needs to allow for both. It is doubtful if there is a completely right way to meet all public relations situations. A certain client will need one type of professional service; a second type will need another type of service; and so on.

The main thing needed is that the quality rather than the form of values of the two types of consultants be of equal high grade. If each consultant sets up a standard of excellence to be achieved in all the work he does, if each makes sure that he equips himself to do the best job of which he is capable, it matters little whether one is head of a large staff of associates and assistants or works alone. Public relations and those it serves are benefited in each instance.

The editors of *The Journal* appreciate Mr. Nathanson's frank article and will welcome similar frank statements from other practical operators in the public relations field.

## IN BEHALF OF "THE ASSOCIATES"

By WIN NATHANSON

President, Win Nathanson & Associates, Inc., New York City

ONCE UPON A TIME in a Never-Never land there lived a public relations counselor who functioned without offices, a staff or subsidiary services. His headquarters were situated in his hat, his residence in an ivory tower. His fees were

enormous and his overhead nil.

The counselor generally could be found in the streets of the metropolis, where his clients sought him out and held consultations. His trademark was most distinctive: a lamp which he carried in

his right hand. To passers-by the lamp suggested a classical allusion—a mental picture of Diogenes, the Ancient Athenian, strolling in the city, lantern in hand, looking for an honest man.

Most people looked upon the operative as a genius, and everyone admired his eloquence. Orally or on paper he was most adept in expressing abstruse thoughts. Particularly notable was his flair for turning out definitions of his art. His writings were acclaimed. Every phrase was adroitly turned; every sentence an epigram.

### "Man Friday" at Least

Inevitably this mythical genius achieved such prominence that his work expanded beyond ordinary limits of human endurance. Friends became alarmed. They felt he should build an organization in order to carry on more efficiently. Acquisition of some personnel—a man Friday at least, or an assortment of account executives at most—seemed utterly mandatory. The genius overruled the suggestion. His reputation, he explained, was based on the uniqueness of his enterprise. For he was, in essence, a one-man show, and his clientele retained his services because he alone dealt with their problems. He alone could conceive, initiate, execute and implement policy, thought and action which spelled success.

To depend on aides was therefore unthinkable. For one thing, they would have to be paid well. For another, they might become so talented through exposure to the boss' brilliance, background-experience and insight, his leadership and his *modi operandi*, they would eventually abandon him and go into business for themselves. Last but not least, the expansion of staff would undermine the character of the enterprise, depriving it of its one-man characteristics.

The end came swiftly. As sometimes happens, even in Never-Never Lands, five clients found themselves immersed in emergencies of a peculiar and varied

nature. All five needed their counselor's counsel immediately and simultaneously. Hampered by lack of trained assistants, harassed by the demands on his time, drained of his intellectual reserve, his versatility taxed beyond its capacities, the expert became a gaunt and haunted man. He kept to his ivory tower. His lamp disappeared from the streets of the city, for he now avoided his clients. The more inhibited his imagination and eloquence became, the more his spoken and written words suffered. What had once been regarded as diamond-bright copy suddenly assumed the lustreless aspect of a lump of coal.

Finally the word got around. The expert was, really a double talk artist whose brain was tired and confused. Moreover, people began asking, What kind of executive is he when he can't direct the work of others? Why doesn't he have any subordinates? He was an apostle without disciples, a writer without an editor, a businessman without a base for operations. And thus ended a legend.

\* \* \* \*

THE FOREGOING FANTASY WAS CONJURED up (with malice toward none) to illustrate the extremes to which an aversion for staff work can be carried. Too often a business organization which employs a public relations consulting firm fails to appraise the calibre of that firm in terms of the talents, skills and personalities of its staff. Chief interest centers on the reputation of the owner of the firm, and there is an unfortunate tendency to assume he is sufficiently omniscient, omnipotent and omniverous to tackle any sort of problem without the help of consulting experts.

### The Chief Asset

Actually, the backbone and chief asset of a public relations firm or department, aside from its integrity and past and present achievements, are the people who comprise the agency staff. It is they who would carry out the manifold tasks at-



tending the planning, development and progress of a program. It is they, working in the home office and in the field, who carry forward the aims of the chief executive and who do so much to give the agency the status and character it eventually acquires. It is they who are the specialists and experts who can fulfill one particular aspect of a program more skillfully than their superior. And it is the competent, well integrated and sensibly directed staffs which have enabled independent public relations practitioners to keep pace with the new and constantly widening complexities of their craft.

### Solo Performers Finished

For public relations today is infinitely more complex than it was a few decades ago. In those days solo performers—one-man establishments—dominated the scene. The profession was then in its infancy. Most business men were ignorant of routine methods and procedures of p.r. operation. An individual with a flair for salesmanship, a degree of glibness, and the requisite flexibility for delving into various business and industrial realms without overextending himself, could not help but prosper. Today, except for rare instances, this kind of arrangement is as archaic to modern public relations as, say, horse cavalry by comparison with atomic warfare. Few lone wolf operatives, no matter how colorful, high-volt and seasoned they may be, can make the grade without competent underlings.

A public relations organization which is adequately staffed, qualitatively and quantitatively, need not indulge in the inane business of defining public relations in cute and concise terms. Such organizations embrace a wide range of skills and activities, and most stock definitions of public relations, besides being hackneyed and outworn, would fail to describe completely the scope of the organization's work. Possibly the best way to supplant the rather tedious practice of defining public relations is to give the client a day

to day picture of the activities of the associates. This sort of demonstration would honestly depict public relations in *action* and would edify the client as to the energy, brain power and special skills entailed in serving his interests properly.

In short, a competent public relations staff is a mobilization of numerous persons of high calibre and from differing backgrounds. Their chief executive's responsibility is to maintain high level standards of performance and to administer his organization efficiently. Another of his responsibilities is to convey to his clientele complete data on the qualifications, experience and talents of the individuals who work on accounts and an outline of their duties. These details enhance the confidence and esteem with which the client regards the chief public relations consultant and the men and women who work with the chief to do a good job.

### What Makes a Good Staff?

The public relations expert is frequently asked, "What are the elements that make a good staff?" "What kind of people are best qualified for a public relations career?" "Who takes over the reins in your office when you're away?"

In considering and answering these questions, the chief executive momentarily becomes an impresario. In his mind he lists his star and featured performers and types of opera (works) for which they are best suited. He may list such works by departments, providing that his organization is fairly large and organized along such lines. If it is, he will probably speak enthusiastically of his Research Department, which is, in essence, a fact-finding or intelligence unit. The information compiled by the Research Department forms a foundation on which policy is shaped and built, and the competence of the department depends on the research director. If he has had advertising agency experience, has supervised market analysis and industrial



research for securities firms, and has had more than a brief exposure to promotional work, the research director is likely to be sufficiently well-rounded and knowledgeable to serve his agency and its clientele well.

### **The Woman's Angle**

Equally significant is the rating of the Women's Department. Progressive public relations firms take cognizance of women as the largest force in the consumer field and as an extremely potent force in the realm of politics and other community activities. In this observer's opinion, the best-run Women's Departments in public relations firms and departments are those which are highly centralized and in which the director is given full rein in carrying out her highly specialized assignments. To be qualified for her responsibilities the Director of the Women's Department will have had long and impressive experience in publicity and editorial work, particularly with national magazines and metropolitan newspapers. She and her assistants have up-to-the-minute information on consumer media, with special emphasis on the daily press, the national magazines, radio networks, home economics groups and women's organizations. The assistants should include at least one authoritative writer on food and related subjects, and if this aide has worked closely with schools, women's organizations, governmental agencies and nutritionists, she is extremely valuable to the chief executive who knows how to utilize such know-how.

In recent years a surprisingly large number of public relations firms have devoted considerable time and energy to the preparation of special reports and publications which might be classified as Special Projects. For example, a number of agencies have creative manpower which excels in the design, copywriting and publication of brochures, pamphlets, technical manuals and popular "how to do" books prepared in behalf of clients

and the general public. Fortunate is the public relations consultant who can delegate to a few trusted members of his organization the assignment of such literature. A section of the office becomes in substance a literary workshop, adequately staffed for chores ranging from the editing and publishing of a monthly house organ to the planning and writing of bulky volumes. The "task force" engaging in these endeavors are free to tap the resources of the staff librarian, the Research Department, and the specialists in the Women's and other departments.

Important consideration should be given a staff member with a knowledge of and background in the social sciences. Additional training in labor and personnel relations is most helpful when problems in these fields arise, so that not only first-hand information is available but understanding can be developed through the cooperation of existing organized groups in these various fields.

### **Can't Forget Washington**

Clients whose activities are nationwide in scope justifiably demand public relations services entailing the use of field representatives and branch offices in Washington, Los Angeles, Chicago and other centers. For better or for worse there must be inevitably a Washington associate who knows his way around Capitol Hill and is particularly well posted on bureaucratic procedures and developments in the nation's capital. He may be a lawyer or economist who has had experience at one time or another on a federal commission or in a war-time agency.

Representatives or branch staffs in Middle Western and West Coast cities perform a similar function. The value can be gauged in part by their background-experience in public information, business research and association with industrial, civic, fraternal and trade associations. And reference to West Coast

communities brings to mind Los Angeles, with its best and world-known product, the motion picture. An associate well-versed in the production, distribution, exhibition and exploitation of popular and commercial films can prove highly useful in the servicing of many public relations accounts, no matter how remote these accounts may seem on first impression from the art of the silver screen.

In terms of staff workers, public relations talent is more abundant today than ever before. Hundreds of thousands of highly intelligent war veterans gained rich experience in aviation, land and sea transportation, communications, promotion, advertising, packaging, research and development of new products, and export markets while in military service.

Some of these veterans have come home to establish their own public relations organizations, a few of them with considerable success. Others have gone into older and long established firms.

The public relations expert who is "staff-minded" and constantly on the lookout for high level personnel to join his associates is enlarging his own capacity for growth and expansion, and for ranging farther afield in commerce, industry and education. Moreover he revels in the enviable assurance that his firm is in competent hands in his absence and that his clients are always receiving the best of attention.

Which is what the mythical genius in Never-Never Land failed to perceive.

## A Public Relations Report

**A** MOST INTERESTING DOCUMENT is the "Annual Report for 1946 of the Public Relations Department, The Pullman Company." Issued by George A. Kelly, Executive Vice President of the firm's Public Relations Department, the report is addressed to "Directors, Officials and Department Heads of The Pullman Company."

In the introduction Mr. Kelly writes: "Public relations programs and activities are continuing—in their nature. Such has been the case with The Pullman Company since its public relations department was established in June, 1934. We present in the following pages a report for 1946 of the activities and programs conducted by the Public Relations Department of The Pullman Company."

The main body of the report (24 pages) describes department activities under the following headings:

- Public Relations
- Advertising
- Literature
- The Pullman News
- Handling Letters from Public
- Car Posters and Car Bulletins
- Displays and Exhibits
- Archives, Information Library, Photo File
- Checking and Analyzing of News Clippings
- Addresses Concerning Pullman

Retirement Kit Program

Payroll Enclosures

Special Financial Releases to Newspapers.

Mr. Kelly writes that "during 1946, the public relations and publicity activities of the Public Relations Department have been concentrated on two major objectives:

"a) Promotion and dramatization of Rail-Pullman as the best form of travel;

"b) Maintenance of Pullman's reputation as a leader in the accomplishments of private enterprise and as a company whose policies and activities affecting all those with whom it deals—customers, employees, stockholders, government officials, and others—are deserving of the public's good will."

Presented in typical form are the major public relations activities of the past year including those dealing with employer-employee relationships, stockholders, passengers, agents, various general public and governmental relationships and the company's advertising program.

Supplementing the body of the report are appendices providing readers with a detailed analysis of Pullman's advertising compared with other transportation advertising. Included too are reproductions of newspaper and magazine advertisements, car bulletins and posters, and ticket agent mailings.

EDITOR'S NOTE: In recent months there has been much discussion of the desirability and possibility of a merger of the three national public relations organizations. The imagination of one leader in the field has been fired by the idea, with the result that he has indulged in a bit of fancy, reduced to writing. In the following interesting article he presents what he imagines might be said by the Chief Executive of the Public Relations Society of America (the organization he visualizes as growing out of the present discussions of a merger) in his annual report before the Tenth Annual Meeting of the Society.

It is thought by the editors that readers of the *Journal* will find Mr. Calver's "imaginings" good reading, and so his article is presented herewith.

## *Annual Report for 1957*

By HOMER N. CALVER

Chairman, Committee on Inter-Association Relations, National Association of Public Relations Counsel

**N**orth, east, south and west—there is a rising groundswell of sentiment for coordinating the organized interest of public relations men and women into one strong national professional society. There is a national demand for an organization which can take leadership in creating for public relations the same sort of professional recognition that exists in medicine, law, architecture and engineering. This urge is based only in part on a desire to protect and advance the interests of the practitioners of the art. The desire is shared also by many outside the profession who see the need for protecting the people from charlatans, quacks and various types of unscrupulous promoters who pursue their nefarious ends under the cloak of a public relations title. Purchasers and potential purchasers of public relations talent, many of whom have been the victims of unscrupulous and untrained operators, are groping for guidance. They see in a professional public relations society an answer to their needs.

The public relations field is not without its existing organizations. There are three national associations—and the number of local clubs, groups and societies of all degrees of formality has not been counted. In the uncoordinated ag-

gregate however these fail to provide the professional leadership and solidarity which the new profession of public relations must have if it is to serve the nation best. As a step toward meeting this need the two oldest national associations are seriously considering a merger. Committees of the two organizations are working together to design a new edifice and bring it into being. The National Association of Public Relations Counsel centered in New York and the American Council on Public Relations centered in San Francisco both already have notable achievements to their credit. The details of their programs have differed but both have the concept of public relations as a profession which must be based on special training, education and proficiency combined with a high standard of ethical practice. In bringing these two organizations together into one professional society it is inevitable that many problems of organizational architecture will need to be solved; many procedural decisions reached. In the process of such deliberations there is always the danger of losing sight of the larger ends. Over anxious concern for detail obscures the vision of the finished structure. As an architect will first make a sketch of his finished building so that he may be constantly reminded of his

goal whilst drawing his floor plans, so here too it may be profitable to suggest what a national society might look like after it has been in operation for ten years. The following imaginary Annual Report for 1957 is such a sketch. It is not an exercise in prophecy, for it would be presumptuous to endeavor to foretell what life holds for any of us after ten atomic years. It is one man's picture of the house we may live and work in, involving it is hoped no more idealism than usually aureates such architectural concepts.

*The scene is the Tenth Annual Meeting of the Public Relations Society of America. The speaker is the Chief Executive of that Society.*

\* \* \* \* \*

**M**R. CHAIRMAN, MEMBERS AND GUESTS, ladies and gentlemen. Ten years ago we brought forth on this continent a new Society, the vigorous issue of two robust parents. The child has been weaned. It has learned to walk and to speak and it is intellectually advanced perhaps beyond its years. Now on the threshold of adolescence it is time to take stock of its growth so that its defects may be discovered and corrected and its physical and mental health best prepared for adult life which lies ahead.

### In Retrospect

Our new Society was not born without travail. Many of you here will remember the outcries, the nervous pacing at the door of the delivery-room, the sweat of the accoucheurs, the argument at the baptismal font, and the final compromise which gave us our present unabbreviatable name. The presence here at this meeting of over 2,000 members and guests, however, attests that we survived our birth and our christening and escaped the adverse destiny described by the prophets of doom.

It is to be regretted that all of our members cannot attend all of our annual meetings. But that result is inherent in

the operation of any national society. Today, not counting our foreign and other affiliates, our membership totals 4,362, consisting of 1,464 Fellows, 2,876 Regular Members, 14 Sustaining Members and 8 Honorary Fellows.

### Chapters Grow

The growth in Chapters which was so rapid between 1948-1952 has now slowed down. We now have 38 Chapters with members from some 41 states. At this meeting there are petitions from 4 probationary Chapters, started last year. If these petitions are granted we will have local organizations in every state in the Union, with the exception of Nevada, Wyoming, Arizona, New Hampshire, Vermont and Mississippi. Your Chapter Committee has been studying the possibility of standardizing our Chapter structure, but for the present it has concluded that it is best to continue the established democratic scheme under which a city, a state, a part of a state or a group of states may be embraced in a Chapter area.

Shortly after our second Annual Meeting, many of our members felt that the particular problems of their work were not adequately represented in the discussions in our general sessions. This led to protracted discussions between the Program Committee and the Board of Directors which finally culminated in a revision of the By-Laws to permit the formation of Sections. Under this provision four Sections were immediately created:

- A Section for Independent Public Relations Counsellors
- A Section for Public Relations Executives in Trade Associations
- A Section for Public Relations Executives in Health and Welfare Agencies
- A Section for Federal, State and Local Government Public Relations Directors.

At this meeting there are under consideration applications for two new Sec-

tions: one for the public relations executives of labor organizations, and another for International or foreign public relations executives. With each Section holding its own conferences this arrangement has enriched the programs of our annual meetings.

### Editors Approve

At the same time, these additional Sections have given us a greater store of manuscripts upon which to draw for our *Journal*. A review of the issues of the last two years shows that the sources of principal articles were:

- 45% from Annual Meetings
- 23% from Meetings of Chapters
- 32% Outside Contributions

Your Board of Editors reports that it has been impressed with the increasingly high quality of material available for publication. There is a growing number of manuscripts on the arts and sciences of our profession, and a dwindling supply of those articles which might be generally classified under the title "Why Not More Public Relations?" This is another manifestation of our self assurance as a profession—a further evidence of our separation from the ranks of the press agent and what a decade ago was called the "huckster."

Yet our battle on this front is not yet won, and perhaps never will be except by our own acts as professional people. At our meeting in Chicago in 1954 you adopted a resolution by a narrow margin, which in something less than forthright language seemed to commit us to the principle of state licensure for the practice of public relations, and more or less instructed your Board of Directors to press for legislation to that end in the various states. So far only California has adopted such a requirement. The law is ambiguous in its wording and has proven difficult to enforce. Both our Northern California Chapter and our Southern California Chapter pointed out these difficulties to their legislators when the

Bill was under consideration. Perhaps, however, an accumulation of experience in California will aid your Board in preparing a model law for your consideration.

One of the primary difficulties in this connection has been to translate a code of ethics into a code of laws. Our own Code of Ethics has been under constant revision since it was first adopted in 1949. The pious expressions of good intent so prolific in that first code did not make up for its lack of practicality in application. Our Judicial Council which has had the thankless responsibility of enforcing the provisions of the Code of Ethics has again and again felt baffled in relying on the Code either to protect members it felt were unjustly accused of unethical practices, or to dismiss from our Society those they were certain were a disgrace to our Profession but who were adroit enough to avoid a clear contravention of the Code's provisions. I understand some of the older professions have had similar difficulties. In another quarter on this front, however, we had an early and important success, namely the definitive ruling by various state revenue bureaus that public relations counsellors were exempt from the non-incorporated business tax as are accountants, lawyers, industrial designers and other professionals. This achievement of your Legislative Committee has saved our members many thousands of dollars.

### Academic Recognition

All of our progress in advancing professional recognition would not have been possible had we not at the same time developed an academic recognition of our field. Our younger members will find it hard to realize that ten years ago there was no such thing as an academic degree in Public Relations. Your Educational Committee now reports there are:

- 1) Three universities which offer DPR and an MPR for three and two years respectively of post-graduate study.

- 2) Six universities which offer CPR (Certificate of Public Relations) for one year of advanced study.
- 3) Eight schools which offer Bachelor degrees for the completion of integrated courses of studies with a large content of public relations.

These various schools have been officially accredited by the Society and your officers were active in devising the curricula they offer. At the moment we have six undergraduate students at four universities under the Society's Scholarship Fund, which has been created in part from the dues of Sustaining members and in part from gifts and bequests for this purpose.

### Research

In addition the Society is supporting five Resident Fellowships in as many schools under grants secured by the Society for the study of technical problems in our field. These Research Studies are:

- 1) A Comparison and Evaluation of the Public Relations Techniques of Labor and Management.
- 2) A Study of the Production Record in Two Comparable Factories of the same company; one located in a community with an active company-community relations program and one located in a community without a community relations program.
- 3) A Comparison of Clipping Returns from 10 clipping bureaus with the actual coverage in 1,000 selected newspapers for various types of releases on various types of stories.
- 4) An Analysis of extent and character of Consumer Acceptance of a New Product with:
  - a. advertising only
  - b. publicity and public relations only
  - c. advertising, publicity and public relations
- 5) A review of famous public relations programs from the Rockefeller

Dimes to the Morgenthau Diaries and the identification of important public relations principles in the light of historical perspective.

The reports of these studies will constitute important additions to our Monograph Series, which already are accepted text-books for students and practitioners throughout the public relations world.

The high professional standing which our Society has and in which we take pride has been mentioned by the Committee on Eligibility. Guided by sound By-Laws, which we did not hesitate to revise from time to time as the profession grew and our experience accumulated, this Committee over the years has evolved a tradition and mechanics of operation which on the one hand assures that the qualifications of every candidate will have fair, most thorough and unbiased consideration, and on the other hand that few applicants for membership in any class will be recommended for election unless they merit such election. As one evidence of its care, this Committee points out that since the creation of the initial group of Fellows less than 1 per cent of the new Fellows recommended have failed of election by the Board of Directors and that it has not been necessary to ask for the resignation of a single individual because of a breach of ethics or other reason that would reflect discredit on the profession.

### Tribute to Staff

Finally I must pay tribute to our staff. Without them the fruitful work of your officers, Board and Committees would have been impossible. This staff work is the outermost post in the public relations army. Our employees are the public relations contact of the public relations profession itself. So indoctrinated with this idea and so diligent are they in the daily performance of its rituals that we have difficulty in restraining our own members from hiring them away from us. Our

*(Please turn to page 39)*



# Public Relations Fees

By WILLIAM R. HARSHE

President, William R. Harshe Associates, Inc., Chicago

PUBLIC RELATIONS COMPENSATION has been exaggerated because it is the larger fees and larger campaigns which have received publicity. An association campaign totaling \$250,000 to \$500,000 appears large, and the public and the working press get the impression that the better known practitioners charge exceedingly high fees for services rendered. I know many of the important practitioners in the field and I do not know any who own yachts. There are some small-boat sailors like myself, but there is no one in the public relations profession that I would classify as an extremely wealthy individual.

Those associations and businesses that pay large sums of money for public relations and publicity have come to realize that it costs money to do a good job. A fair comparison for the press to consider is that a good publicity bureau is departmentalized as is a newspaper, and that public relations appropriations are spent to meet pay rolls and are not private income for the public relations counsellor.

The question arises of how to determine in advance what shall be the cost of a public relations program and how shall it be determined. A quick rule of thumb, by no means accurate, is that the cost of a public relations and publicity program

shall be approximately 10 per cent of the advertising appropriation of the company. In the case of many civic and charitable organizations who do an intensive publicity and public relations job there is no advertising appropriation. In the case of such institutions and organizations that depend upon public support, the rule of the Community Fund central organization is often that total public relations expenses shall not exceed 10 per cent of total budget.

One of the problems that confronts a public relations service organization is that it appears to be an intimate business. The size of the business is limited by the number of personal contacts that the principal individual operating the business can maintain. A survey of New York and Chicago telephone directories under the listing of Public Relations Organizations indicates that many of these businesses are operated in the name of a particular individual. It is a personalized business. It is also too young a business to determine how successfully an organization can continue after the death or retirement of one or more of the principal owners and operators. Current contracts remain as chief assets.

Professional fees should be related to the importance of the job. Fees should be estimated in dollars—not in percentages—and it is important to the maintenance of a professional and unbiased view of any situation that this be true. It is perfectly proper for a public relations man to become a member of the board of directors of a company which he serves, but nothing should be done to jeopardize what even might be considered an attitude of impertinence. This is the ability to be independent of the particular relationship with any one company and the

**EDITOR'S NOTE:** In the accompanying article *Journal* readers will find presented the thinking of one practitioner on a subject about which all too little has been written. Mr. Harshe's approach is provocative and frank. It is hoped by the *Journal* editorial staff that the publication of this article will spark in other public relations consultants a desire to set down their views leading to the presentation, in an early issue of the *Journal*, of a symposium on the subject.



ability to say "No" or "Yes" and to defend vigorously a predetermined position.

There is a direct correlation between fees and man-hours. This is becoming more appreciated by the larger and older public relations firms. A regular retainer fee is based on an estimate of the time of the principal and of such members of the organization whose time will be delegated to a particular account. Careful cost accounting will, of course, determine profit. Our own discussions of this problem with members of the National Association of Public Relations Counsel and of the Publicity Club of Chicago have convinced me that 10 per cent profit on total fees is about a national average.

### What Basic Fee Covers

A good public relations organization with good executive contact personnel and a well-rounded publicity department, specializing in such varied media as radio, all phases of newspaper writing, national consumer magazines, trade press, news-reels, etc., will have a considerable overhead in salaries. Good people are the answer to good public relations. The basic fee should cover consultations, the time of the principals and account executives, the cost of the prorated time of the people in various publicity departments. It should cover regular scheduled conferences and complete monthly reports to clients.

Just a word on the matter of reports. We have found that it is not always easy to get together in a meeting with a client all of the heads of departments and interested persons who should be kept informed on public relations and publicity progress. Therefore, we submit monthly to clients a report on, 1) work that has been done during the past monthly period, 2) work that is in progress, *i.e.*, work which has been discussed, publicity stories that are being written, contacts that are being made, the evaluation of the general public relations goals to be achieved with these particular ideas, in

short, everything on which we are currently at work, even if for some reason beyond our control a particular project has been temporarily stymied.

The third section of the report deals with futures. These are ideas and suggestions that come out of our own bi-weekly meetings on each client's problems. It also includes projects which have been approved but for a future date, all of the ideas, stories, and promotional suggestions which are either to take place in the future or which we would like to persuade our client to undertake at a future date.

Work in progress and futures are discussed with our client at regular intervals. These intervals vary. Sometimes we have meetings weekly, sometimes monthly.

Copies of these reports go to the top policy level executives, the president of the company, the vice-president in charge of public relations, the sales manager, the advertising manager, the account executive at the advertising agency, and to a large number of other interested persons not always available to attend public relations and publicity planning sessions. On occasion they may go to the brokerage house responsible for having underwritten current financing of the company, who in turn pass it along through financial channels to those persons interested in maintaining a market for the stock. This in brief is the activity for which our regular retainer fee makes us responsible to the client.

### Other Expenses

There are, of course, in addition, expenses. Such expenses as travel, mimeographing, mailing, mats, photography (and good photography is expensive, but worth the price), engraving, etc., vary with work undertaken during the month and with each client. This makes it impossible to set an exact annual budget for public relations and publicity costs. Costs may equal the fee or perhaps be

only half as much. These are the normal mechanical costs of doing the job properly.

When a special project is under way, as, for example, one or two men assigned to go on the road to do a series of demonstrations or perhaps to attend conventions in a series of cities, then an additional charge is made for the man-hours involved. The salaries of these persons plus a sufficient additional charge to insure a 10 per cent profit over and above other overhead is added.

#### **\$1,000 Minimum**

Our experience, and that of other organizations of similar size to ours, has been that it is seldom practical to service accounts for less than \$1000 a month. We also find that we are left free to do a better job if we avoid the so-called "package deal." For the package deal all expenses are included for a lump sum payable monthly. This may mean that an opportunity to do an extra promotional job which may be worth many thousands has to be skipped because it would consume the total expenses for three or four months and no margin would be left for normal operating and mechanical costs. We feel that it is impossible always to foresee events, and when we are asked for "a total annual budget" we try to allow for considerable leeway.

We find that our experience parallels that of similar organizations offering public relations counsel and a complete publicity service. Fees as paid by medium to large size businesses are on a contract basis and range from one thou-

sand to five thousand dollars a month. For this we provide the organization to advise in all matters of press relations, labor relations, consumer relations, stockholder relations, etc.

Occasionally there are items, such as research, which have been budgeted under advertising costs, which can be made available to the public relations and publicity program. In some businesses a total public relations program is placed in the advertising budget and becomes part of it. It is our feeling that the problems are sufficiently different to warrant totally different treatment. We certainly want to know all about the advertising program of a company; the appeal of the ads themselves are related to the overall general public relations policy. Good publicity can supplement a well planned advertising program and make each dollar bring in additional revenue. One of the basic tenets of the code of ethics of the Publicity Club of Chicago is that publicity should not be utilized to supplant advertising, a point in which I firmly believe.

#### **The Determining Factor**

As competition grows for the consumer's dollar, often the line of distinction is a thin one between competitive products, whether it be automobiles or cans of beans. The company with the better public relations acceptance (and public relations is very much akin to the Golden Rule), the company that makes the consumer feel that it treats its publics well and in the manner that they would like to be treated, will do the business.

*WILLIAM R. HARSHE heads his own organization, offering public relations and publicity services under the name of William R. Harshe Associates, Inc., Chicago. He has been engaged in public relations and publicity work since 1930. Currently he is the president of the Chicago chapter of National Association of Public Relations Counsel and a director of the national body. He is a founder and a director of the Publicity Club of Chicago.*

# THE WEATHERVANE

By VIRGIL L. RANKIN

Public Relations Consultant, San Francisco

THERE IS A BIT OF GOSPEL truth that needs repeating again and again until it is accepted and acted upon by every business leader in these United States. It is simply this: *Good public relations begins at home.* There must first be internal harmony; understanding. Employees must have confidence in the high motives and integrity of management, and in the system under which our enterprises operate.

A. Clark Bedford, executive vice president, Standard Oil Company of New Jersey, writing in *Deadline* says: "It is advisable always to tell your employees first about the things you do, because those same employees not only are expected by the rest of the public to know what their company is doing and why, but the employees themselves should be able to answer the questions of their friends and neighbors about their company without being embarrassed by having to admit ignorance of the company they work for."

## *The Annual Report*

A great deal of costly experimentation is being done that seems entirely unjustified. The question of one annual report for issuance to both stockholders and employees, or separate reports, has been explored by many firms during the past several years. And the separate report idea has taken a bad beating. Yet each year a new crop appears. Why, ask the employees, do we get a different story from that told the stockholders? What is management holding out on us?

In a letter just received from the corporate secretary of a large manufacturing firm the writer says: "We've issued a special report for our employees for the past two years. This year we are going back to the single report. We are trying,

however, to make this report so clear that all our stockholders and employees will understand all the financial aspects of our business. The separate report was both costly and ineffective."

Another commentator puts it this way: "The trend is definitely away from separate annual reports for employees. This business of talking down to employees is not only silly but costly, and wide awake companies are careful not to do it. I see no reason why employees should be considered as having less intelligence than stockholders."

## *Top Priority*

A study of the growth and development of industry reveals that whenever a particular problem becomes paramount it receives top priority, and that men skilled in dealing with the problem move up into the top management spots. Through various phases of industrial growth the production experts, the sales managers, the financial geniuses have moved into chief executive positions as their special talents were required to cope with the major problem of the period.

Today we see on every hand a growing recognition of the fact that *human relations* is the current problem of first importance to business and industry. More top executives are being selected because of their demonstrated abilities in the field of public relations.

In a recent address Senator Joseph H. Ball of Minnesota said, among other things: "I think that today and for some years to come, the achievement of stable, harmonious and efficient labor relations is the paramount problem facing most of American industry. I would almost be willing to predict that the top management of the next few decades more and more will be drawn from the ranks of

management personnel who have shown special abilities and qualifications to deal with this particular problem."

### ***The Right To Criticize***

We all have the right to criticize, and it is desirable that criticism exist. But we have that right only if we are willing to put forth the effort to determine the facts; only if we are willing to share the risks involved. Yet the less some persons know about a situation, the more vociferous they are in their criticisms—the "armchair Admirals" and the "Monday-morning quarterbacks."

This is not a new trait. F. E. Masland, Jr., president of C. H. Masland & Sons, Carlisle, Pa., editorializing in his company's house organ, *The Shuttle*, points out that Paullus, Consul of Rome, was plagued by these windy ones 2114 years ago. Paullus, as he left to wage war against the Macedonians, addressed the citizens of Rome as follows:

"I am not one of those who think that commanders ought at no time receive advice; on the contrary, I should deem that man more proud than wise who regulated every proceeding by the standards of his own single judgment. What then is my opinion?

"That commanders should be counselled, chiefly, by persons of know talent; by those who have made the art of war their particular study, and whose knowledge is derived from experience; from those who are present at the scene of action, who see the country, who see the enemy; who see the advantages that occasions offer, and who . . . are sharers of the danger. If, therefore, anyone thinks himself qualified to give advice . . . let him not refuse his assistance to the state, but let him come with me into Macedonia. . . . But if he thinks this too much trouble, and prefers the repose of city life to the toils of war, let him not, on land, assume the offices of a pilot."

### ***Peace As Natural As War***

In challenging the belief that there will always be war because it is human nature to fight, Sylvanus M. Duvall declares, in *War and Human Nature*, a 32-page pamphlet currently being issued by the Public Affairs Committee, Inc., that

"we could, by proper and intelligent control, make peace as natural as war."

While it is natural for some people to be warlike, he points out, they were not born that way. They have learned to be like that.

In presenting the psychologists' approach to the question of war and peace, the pamphlet states that the first essential for any effective program for world peace is a thorough understanding of human nature and its relationship to war and peace. Peace groups and peace plans have failed in the past because the people who want peace have not understood why we have war and have not used the scientific knowledge of human nature that is already available to us.

*War and Human Nature*, by Dr. Duvall, is the first of a new series of Public Affairs Pamphlets dealing with international affairs. It contains much to challenge the thinking of the public relations worker who sees the broad implications and responsibilities of the field in which he is engaged.

### ***No Solution to All Difficulties***

The current issues of *Wilson Library Bulletin* is termed the "Public Relations Number." It contains several well-written articles on public relations. Slanted toward the librarians' problems in this field there is, nevertheless, much of interest and value in these articles for all concerned with public relations. For example, Sarah L. Wallace, publicity assistant of the Minneapolis Public Library, strikes home with this bit of truth:

"Within the last few years librarians, like everyone else, have discovered public relations and with stars in their eyes are claiming that here at last is the solution to all their difficulties. So busy are they dashing to luncheons, tacking up billboards, joining clubs, and coordinating programs that their relations within the library are tossed overboard. Like the family of the clubwoman who teaches nutrition classes and heads food relief

drives, the staff is starved. At the end of an active year, the librarian who has gone in for public relations outside the walls reckons up his progress and confesses that he is not much further ahead than when he began.

"This is not the fault of public relations . . . but a public relations program, like charity, must begin at home. If the staff . . . is not behind the chief, is not proud of the institution and its services, is not interested in its future and its patrons, is not at peace with fellow workers, the most elaborate public relations program will die at its first point of contact with the public—the front desk."

### *A Lesson for Management*

Recently *Factory Management and Maintenance* published an analysis of a number of worker polls which were made by various authorities during 1946. Many significant facts were revealed but perhaps the most important, from a management viewpoint, is the selling job unions have done in gaining worker acceptance of certain words and catch phrases. The analysis discloses that frequently workers

favor a *term* but oppose the fact which it implies. Management needs to bring home to workers the true meaning and full implications of such terms as *secondary boycott*, *sympathy strike*, *contract liability*, *union shop*, and *closed shop*.

### *A Black Eye*

Advertising is expensive enough without increasing its cost through making it unbelievable. Leaving out entirely the question of ethics it would seem that the most practical-minded advertising writer would want his advertising to be *believed*—not 50 per cent but 100 per cent. Much current copy falls far short of even the 50 per cent figure. Earnest Elmo Calkins, writing in *Advertising & Selling* (Feb. 6), says that "Honest advertising as well as the new cult of hero worship received a black eye last week when, in the same newspapers that carried the story of the "America's" thrilling rescue of the "Florida" crew, appeared a half-page advertisement of Lucky Strikes, wherein Captain Fried is depicted as giving great credit to the cigarette for the part it played in the rescue."

## A PHILOSOPHY OF INDUSTRIAL RELATIONS

(Continued from page 11)

ments from the Chicago plant actually increased 5.15 per cent in 1946 over 1941. This is indeed a tribute to the cooperative attitude of our workers in the face of claims from a good many organizations that their productivity per worker in 1946 was some 30 per cent under the pre-war year.

With these methods and practices we have been able to cultivate a true understanding of the basic mutuality of interests between employee, investor and management. Sound industrial relations are profitable. To have sound industrial relations you must practice human relations principles, live them every day, and express them by deeds as well as by words.

## ANNUAL REPORT FOR 1957

(Continued from page 33)

Membership and Chapter Secretary, our Educational and Research Society, our editor and our business manager is each a keystone in the particular arch that supports our structure. And no less than these are the clerks and stenographers who day in and day out help us to advance our great program.

With such a staff, with the several hundred volunteer workers, serving as officers, on committees and in Chapters, with a sound organization welding together a respected profession we go forward to strengthen and develop our segment of the democratic American contribution to the International World wherein we now live.

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## What It Is . . . What It Does

The Council is a national, non-profit, non-political body devoted to scientific research, the development of a sound literature, and to providing specialized training in the important field of public relations.

The Council is bending every effort to bring to its members the thinking and planning of the best minds in the field. From chief executives and public relations men high in corporate affairs throughout the nation comes important, revealing information concerning problems, policies and programs. Sifted, analyzed and organized for practical use, this information is shared for the common good of all Council members . . . and the American system of enterprise they are striving to preserve and perfect.

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<sup>1</sup>\$5 of this fee is for one year's subscription to The Public Relations Journal.

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# EVIDENCE

## —THAT TOP MANAGEMENT MEN ARE AWARE OF THEIR P.R. RESPONSIBILITY

TOP MANAGEMENT executives—presidents, vice presidents, owners, managers—are vitally concerned with their responsibilities in the public relations area. This fact is made clear in an analysis of the enrollees in "*Public Relations In Action*"—the Council's executive course in public relations. More than half of them occupy top management positions. Also scores of experienced public relations practitioners—directors, counselors, staff members—are enrolled. In "*Public Relations In Action*" they are finding, for the first time, the practical, down-to-earth public relations guidance they require.

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